



**CITY OF SHOREVIEW**

**Business Retention and Expansion  
Strategic Plan**

**2008**

## **INTRODUCTION**

For the past several decades the City of Shoreview has benefitted from a growing and expanding business base. Attractive to business because of its ideal location with easy access to the Interstate systems, plenty of natural resources and available land, Shoreview became home to a number of large companies including Deluxe, Medtronic, Wells Fargo and Alnor (TSI) Instruments.

Shoreview like many communities is undergoing a change from a growing suburb into a redeveloping one. The land resources that spurred development are now limited in quantity and any increase in employment and market value will come predominantly from reinvestment or redevelopment of existing buildings and sites.

The City recognized the need to encourage continued investment into its economy. A strong business base supports the residential, retail and commercial sectors. Companies that require skilled workers pay a livable wage, attracting local residents. These residents in turn support the commercial and retail businesses within the community by spending their payroll in Shoreview. They also contribute their time to other community activities through volunteerism. Businesses that pay livable wages allow Shoreview residents with the time and economic resources to invest in their homes and their community.

This link between quality businesses and residents is critical to the continued success of Shoreview. Being almost fully developed, new revenue sources for municipal services will have to come from increase market value through business and resident reinvestment in their properties. This includes the redevelopment of key areas within the city, allowing for a higher value or density on an existing site.

Retention and expansion of key businesses is an important strategy in promoting continued economic growth. By establishing a formal Business Retention and Expansion (BRE) Program, Shoreview can establish and enhance its relationship with key businesses. The BRE is an avenue to gather information about local business activity, anticipate changes in a company's status, and work to retain the businesses that provide the greatest positive economic impact.

A BRE Program allows the City to target specific businesses and direct limited municipal resources toward retaining and growing these existing companies. The firms would meet predetermined criteria that provide for the greatest return of tax revenue and employment. Retention of key companies would be the focal point of the City's economic growth strategy.

## **BACKGROUND SUMMARY**

The Economic Development Commission (EDC) was charged with evaluating and creating a BRE Program for Shoreview. Over series of months, the Commission met to discuss the process. They assessed the reasons why business retention was important to the community, identified the criteria for which businesses would be proactively visited and determined the information and outcomes desired.

A number of key points and themes were identified. These points provide the framework for the BRE process.

- ♦ BRE as a city-wide policy; each department must be responsive to the needs of the businesses; may not be able to solve, but must listen and educate.
- ♦ The City can be either a problem solver or advocate for local businesses – some requested changes by businesses may not be feasible or desired. May need to evaluate and amend policies or ordinances.
- ♦ Resources such as land and public financial assistance must be matched to the targeted business list to maximize the City's investment and tax revenue.
- ♦ Business visits should have deliverables. Need to develop information on:
  - Why businesses should stay & grow in Shoreview
  - Identify an Emergency Response Team for catastrophic events such as a business closing.
- ♦ Implement a tracking system for follow-up from business visitations- ensure that appropriate action/communication is completed.

Predominantly, the economic vitality of the community was identified as the main reason for focusing on retaining existing businesses. The EDC recognized the relationship between livable wage jobs and vibrant commercial and retail sectors. Their main focus was to identify Shoreview companies that provide skilled employment (non-retail) and have the greatest financial impact through tax base revenues.

## **THE BRE PROCESS**

Discussion on the BRE process began with the Economic Development Commission reflecting on two main questions.

1. Why should a business stay in Shoreview?
2. Why is it important to keep certain businesses?

Answers to the first question contained the expected location, quality of life, transportation access responses. In distinguishing Shoreview from its neighbors, the EDC identified competitive advantages through the stability and high standard of local leaders. Businesses could have confidence in the community's future because of Shoreview's past record for being proactive and visionary.

The importance of business retention fell into three categories:

- Livable wage jobs that allow residents to support local businesses and participate in community activities
- Maintenance of tax base to generate revenues
- Economic vitality of the City

With the City's geographic landscape shifting from a developing suburb to a redeveloping one, the attraction of new businesses to enhance tax base and add new employment is limited. Retaining and growing the existing businesses becomes the better economic strategy.

Communication with business has long been a component of Shoreview's outreach. The City has utilized the Business Exchange event and Business Matters newsletter to offer an informal opportunity to speak with city officials and to inform local companies on municipal activities. The BRE program will expand on these practices. Suggestions made by the EDC for improved business communication include:

- Directing the Business Exchange events toward start-ups, commercial and retail firms, and other smaller companies.
- Expand the Business Matters newsletter to include both print and electronic copies.
- Develop more business related content on the City's web site including a list serve targeted toward businesses.
- Encourage BRE targeted firms to host a Business Exchange and showcase their business.

A key component to the success of the BRE Program will be to establish and improve direct communication with targeted businesses through a visitation process. The main outcomes for a personal visit are two-fold: improve communication between the City and the Business and to introduce the City as a problem solver/advocate for the Business.

The EDC emphasized that a sales relationship exists between the City and its businesses. Shoreview companies are already City clients; they purchase municipal services through their tax revenue. Given the nature of the existing relationship, the companies need to be nurtured as clients, not prospects. A possible sales formula includes a personal visit to the business location, follow-up to key issues, check in calls at 6 month and then every year with a follow up visit if warranted.

Business Retention visits should be made with the decision maker for the local business. City representatives need to be a part of the visitation team. These individuals should have the ability to direct a city department to follow up on an identified business concern. Examples of City representatives include City Council members, EDC members or key City staff.

To maximize the effectiveness of the program, the EDC discussed and evaluated on which businesses retention efforts should be focused.

### ***Landmark and Emerging Companies***

As a more fully developed city, Shoreview's vacant land and building inventory is sparse. The City needs to strengthen its relationship with the businesses it wishes to grow and encourage their expansion on these sites. By identifying businesses the City wants to retain and cultivate, it can determine if the company is in a designated redevelopment area and if they should be part of a relocation plan.

The BRE program will target businesses that provide the greatest return on the limited land and financial resources available in Shoreview. Through greater facilitation of the retention process, the city can begin to match key businesses with municipal resources.

The targeted businesses were divided into two categories: Landmark and Emerging. Criteria for being categorized as a **Landmark** firm include at least one of the following:

- 100 or more employees
- Over 10 years in the City of Shoreview
- Headquarters located in the City
- Top 10 largest commercial tax base generators

Focusing local resources towards those businesses that currently provide employment and tax base is one strategy – another is to diversify the resources towards local companies that will continue to grow based on the economic trends of the next five to seven years. **Emerging** businesses represent the industries and occupations that show the greatest growth potential for the next 5 to 7 years. These businesses are identified by comparing the North American Industry Classification System (NAICS) codes and standard occupation codes of local businesses with both State and National demographic information. This evaluation identified industry clusters that were then compared to the National and State trends. A more detailed discussion of this evaluation can be found in Appendix 2: Demographic Summary.

Comparing Shoreview's industries to the National Outlook identified one common industry in the top ten growth industries: Management, scientific & technical consulting. However, the City's industries are very representative of the fastest growing ones in the Twin Cities seven county metropolitan area. Here the City shares five industries including: Accounting; building equipment contractors; management – scientific & technical consulting; architectural, engineering & related; and credit intermediation.

Shoreview's BRE was developed by utilizing the above criteria for both Landmark and Emerging Businesses. Through examination of both private and public sector data sources, these Landmark and Emerging companies are listed in the table below. There were other companies identified by city officials that did not directly match the criteria, but due to their unique product or special circumstances, warrant a visitation. These businesses are designated with the label "special interest."

<b>SHOREVIEW'S BUSINESS RETENTION LIST</b>			
<b>Company Name</b>	<b>BRE Category</b>	<b>Criteria</b>	<b>Employees</b>
Wells Fargo	Landmark	employees, taxes	2,000
Deluxe Corp	Landmark	employees, longevity, taxes	1,044
Medtronic	Landmark/Emerging	employees, taxes	1,200
Target Corporation	Landmark	Employees/special interest	500
TSI	Landmark	employees, longevity, taxes	395
EMPI	Landmark/Emerging	employees	310
Personix	Landmark	employees	235
Par Nuclear, Inc.	Landmark	employees, longevity	215
ADT Security	Landmark	employees	175
Advanced Respiratory	Landmark/Emerging	employees	150
USG Corporation	Landmark	employees	150
AGS Publishing	Landmark	employees	125
Weber Electric	Emerging	NAICS code/Sales Revenue	75
Nardini Fire Equip.	Landmark	longevity	60
Key Medical	Emerging	NAICS code/Sales Revenue	44
MSP Corporation	Emerging	NAICS code	42
Apex Print Technologies	Landmark	longevity	34
Mead Metals	Landmark	longevity	33
Minutemen International	Landmark	longevity	25
Hed Cycling	Emerging	special interest	15
GCI	Emerging	special interest	14

These firms represent the businesses in Shoreview that should be considered for a personal visit. Not all of the businesses will be called upon during the same time period. Working together the EDC and City staff will identify the business retention visit team(s) and prioritize the list. The process may take up to two years to complete the first round of businesses. To finish up the visits as quickly as possible is not the main goal; it is to establish a relationship and follow-up on issues in a timely and complete manner.

## **THE BRE WORKPLAN**

Implementing a BRE Program effectively is key to its success. The process needs to be guided through Goals and tied to City-wide Policies. These critical elements were

identified by the EDC as they discussed the merits of business retention. From the Goals and Policies evolved Actions that needed to be accomplished in order to execute the BRE Program. Together these three fundamentals formed the foundation of a Work Plan. A summary of the Goals, Policies and Action is found on the next page.

## **City of Shoreview Economic Development Commission Business Retention Program Summary**

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### **Goals**

1. Support business development that increases the tax base and adds quality jobs.
2. Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community.
3. Plan for and pursue redevelopment opportunities consistent with City goals.
4. Promote reinvestment in the community by directing time and financial resources to pre-determined business and neighborhood targets.
5. Strive to meet the needs and demands of the community for specific services.

### **Policies**

1. Focus business retention efforts on businesses that have been identified as having the greatest impact for future growth and development.
2. Enhance business communication efforts through evaluation of existing programs.
3. Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor.
4. Target certain commercial areas for redevelopment opportunities to encourage business reinvestment and increased financial benefit to the city.
5. Build relationships with key businesses through a variety of communication channels.
6. Continue to evaluate the potential for utilizing city financial resources for retention of key businesses, land ownership and preserving development opportunities.
7. Establish communications and work with affected landowners of properties identified as potential redevelopment areas to prepare for a transition that meets the needs and expectations of all parties.
8. Track effectiveness of business retention program by establishing and measuring outcomes.
9. Encourage business retention as a citywide goal through active follow-up to expressed business concerns.
10. Evaluate and adjust, if necessary, ordinances to expedite and ease the redevelopment of targets areas.
11. Promote the City as a source and/or initial point of contact for local business information.
12. Research and maintain a list of development tools and programs available in Shoreview.
13. Identify neighborhoods that need reinvestment; provide education and programming to assist property owners in maintaining their properties.



## **Actions**

1. Create an inventory of available sites for sale with contact information, asking price, and property details.
2. Create a list of businesses in designated redevelopment areas to be retained and/or relocated within Shoreview.
3. Seek a policy related to city initiated land purchase and potential land banking.
4. Develop system for tracking follow-up activities identified through business retention visits.
5. Establish process for business retention visits.
6. Maintain current database of Shoreview Businesses with a special focus on Landmark and Emerging companies.
7. Draft a Business Retention policy for adoption by the City Council.
8. Formulate an Emergency Response Strategy for business retention.
9. Research methods of delivering services to the business community.
10. Evaluate effectiveness of current business communication tools and modify if necessary.
11. Generate and maintain demographic data related to workforce including skill level, wage and commute patterns.
12. Track properties in redevelopment area for possible acquisition as they become available.
13. Assess and pre-determine economic circumstances that would trigger the use of public financial assistance. Define policy accordingly.
14. Establish budget for business retention program implementation including funding sources.
15. Utilize the Economic Development Commission to provide guidance to the Shoreview City Council regarding the creation and implementation of an Economic Development Authority.
16. Add an Economic Development Section to the City of Shoreview's web site.
17. Prepare a Business Retention Work Plan for the next three years.
18. Work with the Telecommunications and Technology Committee to review and assess current technology/communications services provided to the local business community and advocate for necessary improvements as determined.
19. Advocate for improved transportation infrastructure and transit services.

The implementation of the entire BRE Work Plan (see Appendix 3 for copy of entire work plan) requires contributions from a number of City Departments, the City Council, and the Economic Development Commission. There were nine actions that required either direct or indirect EDC involvement. Given that the EDC's participation is limited based upon their current meeting schedule, priority Actions were initially identified and distributed over a twenty-four month period. The relationship between the Actions and Policies is visually depicted in the "Quick Reference" Matrix on the next page. The Matrix will be a useful tool for assisting the EDC in determining the steps in the BRE process. It is anticipated that these priorities and timeline will need to be flexible since the City is always responding to new situations as they arise.

### EDC Work Plan Prioritization

Review of the "Quick Reference" Matrix shows that several actions correspond to multiple Goals and Policies identified by the EDC. Higher priority was given to these actions in order to achieve longer term goals.

- First:* Prepare BRE work plan for next 3 years (Action #17)
- Second:* Establish Process for BRE Visits (Action #5)
- Prioritize Shoreview Businesses on Visitation List
  - Break into Phased Visitations – Phase I will be to complete top 6 businesses before year end
  - Determine Visitation Team Members for first phase
  - Develop intake form
- Third:* Develop system for tracking follow-up activities identified through BRE visits (Action # 4)
- Fourth:* Establish Budget for BRE process (Action #14)

The BRE Work Plan has been drafted as a guide to implementing activities that will strengthen the relationship between the City of Shoreview and its local businesses. As stated earlier, the document will need to be flexible and will require updating as the City's economic circumstance continue to evolve. In order for the BRE Program to be both effective and successful, business retention should be a city-wide policy. By matching limited municipal resources, such as land and financial assistance, to target businesses, Shoreview maximizes its ability to promote reinvestment in the community. This reinvestment translates directly to new livable wage employment opportunities, maintenance of housing stock, community pride and volunteerism, and a stable or increased tax revenue to provide municipal services.

Actions		POLICIES												
		1	2	3	4	5	6	7	8	9	10	11	12	13
1	Create an inventory of available sites for sale with contact information, asking price, and property details											X		
2	Create a list of businesses in designated redevelopment areas to be retained and/or relocated within Shoreview				X			X						X
3	Seek a policy related to city initiated land purchase and potential land banking			X			X							
4	Develop system for tracking follow-up activities identified through business retention visits	X		X					X					
5	Establish process for business retention visits		X	X		X				X				
6	Maintain current database of Shoreview Businesses with a special focus on Landmark and Emerging companies	X		X		X								
7	Draft a Business Retention policy for adoption by the City Council	X				X				X				
8	Formulate an Emergency Response Strategy for business retention	X		X										
9	Research methods of delivering services to the business community		X			X	X							
10	Evaluate effectiveness of current business communication tools and modify if necessary.		X				X					X		
11	Generate and maintain demographic data related to workforce including skill level, wage and commute patterns											X		
12	Track properties in redevelopment area for possible acquisition as they become available				X		X							X
13	Assess and pre-determine economic circumstances that would trigger the use of public financial assistance. Define policy accordingly	X		X			X	X						
14	Establish budget for business retention program implementation including funding sources	X		X		X			X	X				
15	Utilize the Economic Development Commission to provide guidance to the Shoreview City Council regarding the creation and implementation of an EDA			X	X		X							X
16	Add an Economic Development Section to the City of Shoreview's web site		X			X						X	X	
17	Prepare a Business Retention Work Plan for the next three years	X	X	X	X	X	X	X	X	X	X	X	X	X
18	Work with the Telecommunications and Technology Committee to review and assess current technology/communications services provided to the local business community and advocate for necessary improvements as determined	X										X		
19	Advocate for improved transportation infrastructure and transit services									X				

# Appendix 1

## EDC Meeting Notes

## **BUSINESS RETENTION SUMMARY NOTES**

### **EDC Meeting July 17, 2007**

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#### **1. Importance of Business Retention**

##### **a. EDC responses to questions “Why should a business stay in Shoreview?”**

- ♦ Represents a convenient location
- ♦ Location/Schools/ Quality of Life/Great value and service
- ♦ Other major businesses are located in Shoreview – start-ups, established, there is a critical mass
- ♦ Local Leadership/Business Friendly
- ♦ Past surveys have provided proof of quality of life – resident feedback
- ♦ Open Mindedness/Stability in Institutions
- ♦ Thought process in leadership of the City = businesses can have confidence in the future
- ♦ Community seeks new opportunities/conduct of the community/stability of governance
- ♦ Workforce way above mean – higher quality and skill/ good education
- ♦ Important to remember that new employers does not equal new employees/part of twin cities market
- ♦ Access for commuters from 35W/35E/ Hwy 96
- ♦ Shoreview is a leader in the region/ others cities look to Shoreview as a standard
- ♦ Historic ability to act progressively – not react
- ♦ Negative factors beyond the City’s direct control: Transportation funding which can impact access and location – not considered a priority with in the region

##### **b. Why is it important to keep the businesses?**

- ♦ Job opportunities for residents
- ♦ Local tax base
- ♦ Identity & prestige
- ♦ Economic vitality of the community
- ♦ Livable wage jobs allow residents and employees to support the commercial and retail sectors of the community.
- ♦ Livable wage jobs for residents keeps people local allowing for greater participation in volunteer activities, civic organizations, etc.

##### **c. What is the best way for the city and businesses to communicate information?**

- ♦ Methods of communication
  - Letter
  - Phone call

- E-mail
  - Personal Visit
  - Round Table/Forum
  - Web Site
  - Direct Mail
- ◆ Resource for Business Listings
  - Professional database such as InforAmerica, Hoovers, Dun & Bradstreet
  - Utility Billings
  - Chamber of Commerce
- ◆ Need to track historical company performance measures through demographic information, 10K's for publicly held companies, business retention visits
- ◆ Target different businesses based on whether they are a Landmark (long-term established) or a Growth Center (emerging) company in Shoreview.
- ◆ Landmark companies can be defined by establishing criteria based on # of employees, taxbase generation or longevity. – These companies should receive a personal visit – more than once every 10 years.
- ◆ Offer option to come to city hall to meet with City leaders or have the city visit the company.
- ◆ Growth centers are emerging companies that represent key industries that are growing in both Minnesota and the region. A personal visit or education forum may be the best.
- ◆ Can not be a cookie cutter approach for all businesses.

## **2. Outcomes wanted from the Program**

### **a. What do you want to know?**

- ◆ Any expansion plans
- ◆ Is the company relocating & why? Is it within Shoreview's ability to help or fix
- ◆ What does the company do or make?
- ◆ Number of employees; where the employees live and what routes do they commute; payroll numbers
- ◆ Other company demographics

- ♦ Concerns regarding city services, problems with zoning ordinances – may need to update codes to meet current and future business needs
- ♦ NAICS code – determine if industry is growing and at what rate
- ♦ Is the company a subsidiary, has a parent company, is a branch office etc.
- ♦ Landmark companies – is Shoreview prepared if the company leaves or cuts labor
- ♦ Business level of corporate citizenship
- ♦ Is the company happy in Shoreview and why – likelihood of recommending Shoreview as a location or a client or vendor – 1 to 10 scale – testimonial potential

## **BUSINESS RETENTION SUMMARY NOTES**

### **EDC Meeting August 21, 2007**

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#### **Defining Landmark Business Strategy**

Landmark business fit into one or more of the following categories: high tax base generator, large employer, been in Shoreview for a long time.

- ♦ Potential recommendation for landmark designation:
  - 100 or more employees
  - Over 10 years in the community
  - Headquarters
  - Tax base number to be determined based on evaluation of revenues
  - Approximately 10 to 15 businesses in category
- ♦ Primary contact should be through a personal visit
  - Provides first point of contact within the city structure
  - Visit should be with a decision maker for the company – COO, Plant Manager
  - City representatives should be decision makers also – key staff, city council members, EDC
  - Visit not to solve problem, but identify concerns and forward to appropriate city department for follow up
- ♦ Key outcomes for visit
  - Improve communication between business and city – two ways
  - Business needs to see city as problem solving/advocate entity
  - Do not over promise and under deliver
  - Tracking system to ensure follow has been completed
  - The business is already a client of the city
  - Sales relationship
- ♦ Possible sales formula
  - Personal visit to business location
  - Follow up to key issues/concerns
  - Check in phone call 6 months
  - Check in phone at one year or personal visit
  - Business to host an EDC meeting or Business Exchange event – showcase

Key concepts related to business communication:

1. May need to visit not only local branch, but national headquarters
  - a. Identify businesses where decisions are made outside of the branch office
  - b. Keep current national contact information available and when appropriate copy corporate on follow-up



- c. Important to keep “pulse” of the business to anticipate issues and if possible prevent a catastrophic event (ie. closing)
2. Timing – try to be in-front of an issue instead of reacting
  - a. Public process should not infringe or be a road block to a process
3. Businesses are clients/customers of the city of Shoreview
  - a. Not a business retention process, but a sales strategy
  - b. How do we keep our clients and gain new ones
  - c. Happy customers tell others – unhappy customers tell more people
4. Follow up is key!
  - a. Tracking system – check off, email
  - b. Business retention as a policy – important for all city departments
  - c. First point of contact must take ownership of follow-up regardless of which city department handles the concern
  - d. Audit by contacting businesses – track for follow-up calls and visits
5. Prepare for the worst
  - a. Establish an emergency response team
  - b. Identify contacts and responsibilities at local, regional and state level

## **Emerging Businesses**

Match Shoreview businesses to state and national industry growth trends.

- ◆ Identify up to 20 businesses for retention program
- ◆ Visitation process similar to Landmark - may wish to limit total number of visit to 2 per month depending on staff resources
- ◆ Possible round table forums based upon industry

Refocus or enhance existing business communications

- ◆ Business Exchange
  - Targets to start-up, commercial/retail, and other smaller companies
  - Allow for Landmark or other key businesses to host event, while showcasing their business
- ◆ Business Matters
  - Mailed to all Shoreview businesses including start-up and commercial
  - Have available in both print and electronic media
  - Track users by monitoring which links are opened
- ◆ Web site:
  - Increase business related content
  - Utilize list serve – gov.delivery for communication information to businesses

## **Next Steps**

1. Further define Business Retention Program to include workplan with goals and timelines, resources, budget
2. Match Business Retention goals with overall City goals such as redevelopment of the Town Center
3. Utilize Business Retention as a framework for economic development within the Comprehensive Plan
4. Frame Business Retention as a city policy

## **BUSINESS RETENTION SUMMARY NOTES**

### **EDC Meeting October 16, 2007**

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#### **Research and Database Information**

The summaries provided by City Staff and Barsness Consulting Services demonstrated the need to rely on multiple sources for business information. Some of the resources were incomplete or used alternative names for the Shoreview businesses.

A list of Landmark and Emerging business will be finalized. The EDC and City Staff will review the information for omissions. Key businesses will then be selected for personal visits.

#### **Key Points**

Business retention is a sales relationship. Local businesses are already customers of the city and the goal is to cultivate a relationship where the customers approach the City with their needs.

The BRE program will focus on Landmark and Emerging businesses. These businesses provide the greatest return on the limited land and financial resources available in Shoreview.

Five businesses make up 49% of the commercial tax revenue generated in Shoreview.

By identifying businesses the City wants to retain and grow, the City can determine if they are located in a designated redevelopment area and if they should be part of a relocation plan.

Given limited land and building inventory, the City needs to strengthen its relationship with the businesses it wishes to grow in the community and encourage their expansion on these sites.

The City's Comprehensive Plan and Redevelopment Policies should reflect its business retention goals and foster reinvestment by the desired businesses.

A greater role in the facilitation of business retention should be played by the city by matching users to resources, such as land.

Evaluation of the policy related to City investment in land and businesses; including tax increment financing, property ownership and other tools.

## **Outcomes**

The EDC discussed the outcomes they desired by implementing a BRE program.

- ☞ BRE as a city-wide policy; each department must be responsive to the needs of the businesses; may not be able to solve, but must listen and educate.
- ☞ The City can be either a problem solver or advocate for local businesses – some requested changes by businesses may not be feasible or desired. May need to evaluate and amend policies or ordinances.
- ☞ Resources such as land and public financial assistance must be matched to the Landmark and Emerging business list to maximize the City's investment and tax revenue.
- ☞ Business visits should have deliverables. Need to develop information on:
  - Why businesses should stay & grow in Shoreview
  - Identify a Emergency Response Team for catastrophic events such as a business closing.
    - ◆ Determine persons responsible for various activities
    - ◆ Keep information current related to land availability, workforce and incentives
    - ◆ Prepare for political reaction and manage realistic expectations – greater chance influencing a locally held business versus a larger corporation with out of state headquarters.
- ☞ Implement a tracking system for follow-up from business visitations- ensure that appropriate action/communication is completed. This is a tool that can also be used as part of the management of a “sales” relationship with businesses.

## **Next Steps and Priorities**

1. Identify BRE policies and confirm that everyone involved is on the same page.
2. Develop BRE program plan which defines actions, timeframes, accountability, budget and resources.
3. Communicate BRE program to the City Council for adoption.

An outline of the BRE policies and actions will be discussed at the next meeting.

## Appendix 2

### Demographic Summary

## **Shoreview Business Demographic Preliminary Summary**

### **September 2007**

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#### **Background:**

The Shoreview Economic Development Commission (EDC) in July began discussing an enhanced business retention program structure. Its purpose is to define a more comprehensive approach to strengthening the relationship between the City of Shoreview and its business community. In order to frame the program and effectively direct resources, the EDC identified key business categories: landmark and emerging.

**Landmark businesses** are defined as meeting one or more of three different criteria:

- ♦ Employs more than 100 positions
- ♦ Located in Shoreview for over 10 years
- ♦ Top 10 largest commercial tax base generators

A database of Shoreview businesses was secured through the Minnesota Department of Employment and Economic Development. The information provided included North American Industry Classification System (NAICS) codes, employee numbers, year established, and building size by category (additional information including credit ratings and contact information was also obtained but not included with the data provided due to the size of the spreadsheet but is available). Overall, there were 149 businesses listed (no retail establishments) with 50 possible different data sets.

Utilizing and sorting the data by employment and longevity, and using tax base information provided by the City (see separate reports), the City can begin the process of identifying “landmark” businesses in Shoreview. Since there are multiple sources used in compiling employment data, additional work should be done to verify employment numbers and update information on newer businesses that are not included in some of the resources utilized. The tables shown on the following page show some of the largest employers and longevity of businesses in Shoreview. Again, please note that there are additional tables on separate pages that also list employers and employment figures from other resources.

Largest Employers	
Wells Fargo	1,700
Medtronic	1,200
Deluxe	1,000
Alnor Instruments (TSI)	400
PAR Systems	190
ADT Security	175
Advanced Respiratory	150
Curtis 1000	150
Weber Electric Inc	75
Nardini Fire Equipment Co	60
ACT-Asphalt Specialties Co	50
C W Houle Inc	50
Re/Max Associates Plus Inc	50
Schwab-Vollhaber-Lubratt Inc	50

Longevity	
PAR Systems	1983
Mark Manufacturing Co	1979
M&H Machine Corp	1974
Conquest Engineering	1971
Apex Print Technologies	1970
Deburring Inc	1967
Mead Metals	1961
Shur-Bend Mfg Co	1961
TSI Inc	1961
Nardini Fire Equipment Co	1949
Minutemen International Inc	1948
Deluxe Corp	1934
Curtis 1000	1882

**Emerging businesses** represent the industries and occupations that show the greatest growth potential for the next 5 to 7 years. The North American Industry Classification System (NAICS) has replaced the Standard Industrial Classification (SIC) system used by the United States Government. These businesses are identified by comparing the NAICS codes and standard occupation codes of local businesses with both State and National demographic information.

There are employment clusters in Shoreview. In order to compare the local companies with State and National trends, the four (4) digit NAICS codes were used. At least four Shoreview businesses had to be included in the NAICS code in order for the industry to be considered a cluster. Clusters identified include:

NAICS Code	Industry Description	Number of Companies
5412	Accounting, tax prep & bookkeeping	9
5242	Agencies, brokerages & other insurance	9
2382	Building equipment contractors	8
5312	Office of real estate agents	7
5416	Management, scientific & technical	6
3231	Printing & related support activities	6
5413	Architectural, engineering & related	4
3339	General purpose machinery & manufacturing	4
5617	Services to buildings & dwellings	4
5222	Non-depositor credit intermediation	4

The two tables below represent the National and State outlooks through the year 2014. Comparing the tables with the break down of Shoreview's industries it shows that Shoreview shares one industry, Management, scientific & technical consulting, with the top ten growing industries at the National level. However, the City industries are very representative of the fastest growing ones in the seven county metropolitan area. Here the City shares five industries including: Accounting; building equipment contractors; management – scientific & technical consulting; architectural , engineering & related; and credit intermediation.

When the occupations within the industries are also factored in, a more thorough representation of future economic growth occurs. Lead industries will be those that are involved in computing, health care and services to other businesses. By focusing local resources towards those businesses that currently provide employment and tax base is one strategy – another is to diversify the resources towards local companies that will continue to grow based on the economic trends of the next five to seven years.

#### **Industries and Occupations with the fastest wage and salary employment growth, 2004-14**

<b>NATIONAL OUTLOOK</b>		
<b>2002 NAICS</b>	<b>Industry Description</b>	<b>Occupation Description</b>
6216	Home health care services	Home health aides
5112	Software publishers	Network systems and data communication analysts
5416	Management, scientific, & technical consulting services	Medical assistants
6232,6233,6239	Residential care facilities	Physicians assistants
5612	Facilities support services	Computer software, engineers, applications
5613	Employment Services	Physical therapist assistants
7115	Independent artists, writers and performers	Dental hygienists
5611	Office administrative services	Computer software engineers, systems software
5415	Computer system design & related services	Dental assistants
6214,6215,6219	Outpatient, laboratory, & other ambulatory care services	Personal and home care aides
Source: US Department of Labor – Bureau of Labor Statistics		



<b>STATE OUTLOOK – Seven County Mpls-St. Paul</b>		
<b>NAICS</b>	<b>Industry Description</b>	<b>Occupation Description</b>
5416	Management & technical consulting services	Business operations specialist, All other
5415	Computer systems design & related services	Registered Nurses
6212	Office of dentists	Sales representatives, wholesale & manufacturing
5419	Other professional & technical services	Computer software engineers & applications
3391	Medical equipment & supplies manufacturing	Accountants & auditors
5412	Accounting & bookkeeping services	Computer & information systems managers
5223	Activities related to credit intermediation	Computer software engineers, systems software
4841	General freight trucking	Computer systems analysts
2381	Building foundation/exterior contractors	Automotive service technicians & mechanics
2382	Building equipment contractors	Market research analysts
2362	Nonresidential building construction	Network systems & data communications analysts
5511	Management of companies and enterprises	Network & computer systems administrators
5418	Advertising & related services	Plumbers, pipefitters & steamfitters
4931	Warehousing & storage	Sales managers
5413	Architectural & engineering services	Industrial engineers
3323	Architectural & structural metals	Human resources, training & labor relations specialists
3219	Other wood product manufacturing	Police & Sheriff patrol officers
Source: MN Department of Employment and Economic Development		

Appendix 3  
Business Expansion and Retention  
Program Work Plan

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Create an inventory of available sites for sale with contact information, asking price, and property details.	1: Support business development that increases the tax base and adds quality jobs	11: Promote the City as a source and/or initial point of contact for local business information	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Identify all city owned parcels	Community Development Department/Intern		
Conduct visual inspection of for sale signs (commercial properties)	Community Development Department/Intern		
Generate list of other known parcels for sale, but not advertised	Community Development Department/Intern		
Compile all above lists with pertinent information: contact; size, sale price, zoning	Community Development Department/Intern		
Upload parcels to MNPRO and City Web Site for on-line searches	Community Development Department/Intern		
Update semi-annually or as changes occur	Community Development Department		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Create a list of businesses in designated redevelopment areas to be retained and/or relocated within Shoreview.	<b>3:</b> Plan for and pursue redevelopment opportunities consistent with City goals <b>4:</b> Promote reinvestment in the community by directing time and financial resources to pre-determined business and neighborhood targets	<b>4:</b> Target certain commercial areas for redevelopment to encourage business reinvestment & increased financial benefit to the city <b>7:</b> Establish communications & work with affected landowners of properties identified as potential redevelopment areas to prepare for a transition that meets the needs and expectations of all parties <b>13:</b> Research and maintain a list of development tools and programs available in Shoreview	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Identify PIN numbers of parcels included in the Redevelopment Areas listed in the Comprehensive Plan	Community Development Department/Intern		
Use PIN to identify the corresponding business on County GIS	Community Development Department/Intern		
Verify business information through a visual inspection of Redevelopment Areas	Community Development Department/Intern		
Compare Redevelopment Area business list to BRE list for Landmark and emerging companies	Community Development Department/Intern		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Seek a policy related to city initiated land purchase and potential land banking.	<b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community <b>3:</b> Plan for and pursue redevelopment opportunities consistent with City goals. <b>4:</b> Promote reinvestment in the community by directing time and financial resources to pre-determined business and neighborhood targets	<b>3:</b> Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor <b>6:</b> Continue to evaluate the potential for utilizing city financial resources for retention of key businesses, land ownership and preserving development opportunities	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Research other cities that have completed land acquisitions	Community Development Department/Intern		
Identify a list of development tools used to secure property	Community Development Department		
Determine circumstances where city may use acquisition powers	Community Development Department		
Draft Policy Document/Economic Development Review	Community Development Department		
Present to City Council for Adoption	Community Development Department		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Develop system for tracking follow-up activities identified through business retention visits.	<b>1:</b> Support business development that increases the tax base and adds quality jobs. <b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community	<b>1:</b> Focus business retention efforts on businesses that have been identified as having the greatest impact for future growth and development <b>3:</b> Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor <b>8:</b> Track effectiveness of business retention program by establishing and measuring outcomes	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Develop a Action Sheet for visitation follow up activities	Community Development Department		
Create a computer based tracking matrix to be shared between city departments	Community Development Department		
Establish process for inputting and updating BRE follow-up activities	Community Development Department		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Establish process for business retention visits.	<b>1:</b> Support business development that increases the tax base and adds quality jobs. <b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community. <b>4:</b> Promote reinvestment in the community by directing time and financial resources to pre-determined business and neighborhood targets	<b>2:</b> Enhance business communication efforts through evaluation of existing programs. <b>3:</b> Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor <b>5:</b> Build relationships with key businesses through a variety of communication channels <b>9:</b> Encourage business retention as a citywide goal through active follow-up to expressed business concerns	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Establish and prioritize BRE visitation list from landmark & emerging business lists; break into phases	Economic Development Commission		
Determine BRE visit team for each company and assign main contact	EDC/ City Council/Staff		
Draft BRE visit in-take sheet for data and information gathering	Community Development Department		
Input data into Follow-up Matrix and City business databases	Community Development Department		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Maintain current database of Shoreview Businesses with a special focus on Landmark and Emerging companies.	<b>1:</b> Support business development that increases the tax base and adds quality jobs. <b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community	<b>1:</b> Focus business retention efforts on businesses that have been identified as having the greatest impact for future growth and development <b>3:</b> Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor <b>5:</b> Build relationships with key businesses through a variety of communication channels	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Build database from existing business lists, utility bills, and other sources	Community Development Department		
Update list as new certificates of occupancy and utility billings occur	Community Development Department		
Maintain separate list for BRE companies	Community Development Department		

### NOTES



## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Draft a Business Retention policy for adoption by the City Council.	<b>1:</b> Support business development that increases the tax base and adds quality jobs. <b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community. <b>4:</b> Promote reinvestment in the community by directing time and financial resources to pre-determined business and neighborhood targets	<b>1:</b> Focus business retention efforts on businesses that have been identified as having the greatest impact for future growth and development <b>5:</b> Build relationships with key businesses through a variety of communication channels <b>9:</b> Encourage business retention as a citywide goal through active follow-up to expressed business concerns	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Research BRE Policies from other cities	Community Development Department		
Draft Policy incorporating BRE Program Goals	Community Development Department		
Present Draft Policy to EDC for review and adoption	Community Development Department		
Present to City Council for adoption	Economic Development Commission		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Formulate an Emergency Response Strategy for business retention.	<b>4:</b> Promote reinvestment in the community by directing time and financial resources to pre-determined business and neighborhood targets	<b>1:</b> Focus business retention efforts on businesses that have been identified as having the greatest impact for future growth and development <b>3:</b> Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Generate and maintain a list of contacts for DEED, Legislators, MnDot, Met Council, the Media	Community Development Department		
Identify Members of an Emergency Response Team and area of responsibility	EDC/City Council/Staff		
Draft a checklist of activities for retention effort	Community Development Department		
Prepare an internal/external Communications Plan	Community Development Department		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)		
Research methods of delivering services to the business community.	<b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community <b>5:</b> Strive to meet the needs and demands of the community for specific services	<b>2:</b> Enhance business communication efforts through evaluation of existing programs. <b>5:</b> Build relationships with key businesses through a variety of communication channels <b>6:</b> Continue to evaluate the potential for utilizing city financial resources for retention of key businesses, land ownership and preserving development opportunities		
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE	
Evaluate EDC activities related to businesses contact; determine levels of effectiveness and desired outcomes	EDC/ Community Development Staff			
Examine the value of business related communication tools used by EDC & City	EDC/ Community Development Staff			
Research and analyze ways an EDA can be used to meet City business development and retention goals.	EDC/ Community Development Staff			

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Evaluate effectiveness of current business communication tools and modify if necessary.	5: Strive to meet the needs and demands of the community for specific services	2: Enhance business communication efforts through evaluation of existing programs. 5: Build relationships with key businesses through a variety of communication channels 11: Promote the City as a source and/or initial point of contact for local business information	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Examine the purpose of and targeted audience for Business Exchange meetings and review for potential refocusing	Economic Development Commission		EDC Budget
Assess content of Business Matters and possibility for both electronic and print media versions	Community Development Staff		General Fund-Community Development
Determine effectiveness of City Web Site as a source for business information- implement changes if needed.	Communications Staff		General Fund – Administration
Draft and implement and overall communications plan for interaction with Shoreview Businesses	Communication Staff		General Fund Administration

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Generate and maintain demographic data related to workforce including skill level, wage and commute patterns.	<b>1:</b> Support business development that increases the tax base and adds quality jobs. <b>5:</b> Strive to meet the needs and demands of the community for specific services	<b>11:</b> Promote the City as a source and/or initial point of contact for local business information	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Gather local labor statistics through BRE visit and track from year to year	BRE Visitation team – city staff for data input		
Download Census and Bureau of Labor Statistics data semi-annually.	Intern or Support Staff		
Download State of Minnesota and regional information from DEED semi-annually	Intern or Support Staff		
Examine demographic and GIS data provided by for-profit businesses that can be customized to Shoreview.	Community Development Staff		
Up load data onto City Web Site for access by businesses, developers, etc.	Communications Staff		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Track properties in redevelopment areas for possible acquisition as they become available.	<b>3:</b> Plan for and pursue redevelopment opportunities consistent with City goals <b>4:</b> Promote reinvestment in the community by directing time and financial resources to pre-determined business and neighborhood targets	<b>4:</b> Target certain commercial areas for redevelopment opportunities to encourage business reinvestment and increased financial benefit to the city. <b>6:</b> Continue to evaluate the potential for utilizing city financial resources for retention of key businesses, land ownership and preserving development opportunities <b>13:</b> Research and maintain a list of development tools and programs available in Shoreview	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Utilizing the inventory of available sites-check for properties located in designated redevelopment areas	Community Development Staff		
Identify key sites within redevelopment areas that the city may acquire if available	Community Development Staff		
Monitor property status through visual and other means	Community Development Staff		

## NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)		
Assess and pre-determine economic circumstances that would trigger the use of public financial assistance. Define policy accordingly.	<b>1:</b> Support business development that increases the tax base and adds quality jobs <b>3:</b> Plan for and pursue redevelopment opportunities consistent with City goals <b>4:</b> Promote reinvestment in the community by directing time and financial resources to pre-determined business and neighborhood targets	<b>1:</b> Focus business retention efforts on businesses that have been identified as having the greatest impact for future growth and development <b>3:</b> Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor <b>6:</b> Continue to evaluate the potential for utilizing city financial resources for retention of key businesses, land ownership and preserving development opportunities <b>7:</b> Establish communications and work with affected landowners of properties identified as potential redevelopment areas to prepare for a transition that meets the needs and expectations of all parties		
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE	
Examine and list business retention scenarios; redevelopment and housing opportunities in which the city would expend financial resources	EDC or possibly EDA			
Establish criteria for each category that must be met prior to financial assistance	EDC or possibly EDA			
Draft policy for City Council consideration	Staff with EDC or EDA input			
Present Policy for adoption by City Council	EDC or possibly EDA; staff			

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Establish budget for business retention program implementation including funding sources.	<b>1:</b> Support business development that increases the tax base and adds quality jobs <b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community <b>5:</b> Strive to meet the needs and demands of the community for specific services	<b>1:</b> Focus business retention efforts on businesses that have been identified as having the greatest impact for future growth and development <b>3:</b> Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor <b>5:</b> Build relationships with key businesses through a variety of communication channels <b>8:</b> Track effectiveness of business retention program by establishing and measuring outcomes. <b>9:</b> Encourage business retention as a citywide goal through active follow-up to expressed business concerns.	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Categorize BRE program into visitations, communications, and data maintenance	Community Development Staff		
Evaluate BRE Program Categories for the amount of staff time used and any funding needed.	Community Development Staff		
Determine if funding and staff sources are sufficient from existing city resources. Make recommendations if additional resources are needed.	EDC and Staff		



## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)		
Utilize the Economic Development Commission to provide guidance to the Shoreview City Council regarding the creation of an Economic Development Authority	<p><b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community</p> <p><b>5:</b> Strive to meet the needs and demands of the community for specific services</p>	<p><b>3:</b> Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor</p> <p><b>4:</b> Target certain commercial areas for redevelopment opportunities to encourage business reinvestment and increased financial benefit to the city.</p> <p><b>6:</b> Continue to evaluate the potential for utilizing city financial resources for retention of key businesses, land ownership and preserving development opportunities</p> <p><b>13:</b> Research and maintain a list of development tools and programs available in Shoreview</p>		
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE	
Provide EDC with information regarding the process for creating an EDA	Community Development Staff			
Supply EDC with information regarding the capabilities of an EDA	Community Development Staff			
Facilitate an EDC discussion of Shoreview creating an EDA and gather input to share with City Council	Community Development Staff			
Request a joint discussion with the City Council regarding a future EDA	Economic Development Commission			

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Add an Economic Development Section to the City of Shoreview’s web site.	1: Support business development that increases the tax base and adds quality jobs 2: Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community 5: Strive to meet the needs and demands of the community for specific services	2: Enhance business communication efforts through evaluation of existing programs. 5: Build relationships with key businesses through a variety of communication channels 11: Promote the City as a source and/or initial point of contact for local business information 12: Research and maintain a list of development tools and programs available in Shoreview	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Examine current City Web Site for business content – determine any gaps in information.	Community Development Staff		
Determine content for an Economic Development section and gather data and information.	Community Development Staff		
Research other communities for examples of effective web site use.	Intern/ Communications Staff		
Create new ED section	City Web Designer/ Communications Staff		
Update as needed	Communications Staff		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Prepare a business retention work plan for the next three years	Goals 1-5	All	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Identify Goals, Policies and Actions for Business Retention Program	EDC, Community Development Staff, Consultant	Completed in 2007	
Draft work plan complete with tasks, timelines and budget	Community Development Staff , Consultant	Spring 2008	
Review and adopt work plan	EDC	Spring 2008	
Update annually	EDC, Community Development Staff		

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)		
Work with the Telecommunications and Technology Committee to review and assess current technology/communications services provided to the local business community and advocate for necessary improvements as determined.	<b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community <b>5:</b> Strive to meet the needs and demands of the community for specific services	<b>1:</b> Focus business retention efforts on businesses that have been identified as having the greatest impact for future growth and development <b>11:</b> Promote the City as a source and/or initial point of contact for local business information		
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE	
Collect information regarding current telecommunications/technology infrastructure	To be determined			
Evaluate current infrastructure for gaps in services.	To be determined			
Determine feasibility of additional services and formulate action steps.	To be determined			
Report findings to appropriate Commissions and Departments	To be determined			

### NOTES

## CITY OF SHOREVIEW BUSINESS RETENTION WORK PLAN

ACTION	RELATED GOAL(S)	RELATED POLICY(IES)	
Advocate for improved transportation infrastructure and transit services	<b>2:</b> Retain quality businesses by creating a positive economic environment that supports and fosters business expansion in the community <b>5:</b> Strive to meet the needs and demands of the community for specific services	<b>9:</b> Encourage business retention as a citywide goal through active follow-up to expressed business concerns	
TASKS	RESPONSIBLE PARTY	TIMELINE	FUNDING SOURCE
Monitor Legislative activities related to transportation funding for the region.	Administration	On-going	None Needed
Collaborate with neighboring communities for lobbying interests	Administration	On-going	None Needed
Maintain contact with Local and State Legislators and update them on Shoreview concerns	City Council	On-going	None Needed

### NOTES

## Appendix 4

### Reference Matrices

SHOREVIEW BUSINESS RETENTION PROGRAM

Matrix 1: Relationship between Goals and Policies

POLICIES		GOALS				
		1. Support Business development that increase tax base and adds quality jobs.	2. Retain quality businesses by creating a positive economic environment that supports & fosters business expansion in the community.	3. Plan for & pursue redevelopment opportunities consistent with community goals.	4. Promote reinvestment in the community by directing time & financial resources to pre-determined business & neighborhood targets.	5. Strive to meet the needs & demands of the community for specific services.
1	Focus business retention efforts on businesses that have been identified as having the greatest impact for future growth and development.	X				
2	Enhance business communication efforts through evaluation of existing programs		X			
3	Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor.	X	X		X	
4	Target certain commercial areas for redevelopment opportunities to encourage business reinvestment and increased financial benefit to the city.			X	X	
5	Build relationships with key businesses through a variety of communication channels.		X			
6	Continue to evaluate the potential for utilizing city financial resources for retention of key businesses, land ownership and preserving development opportunities	X		X		
7	Establish communications and work with affected landowners of properties identified as potential redevelopment areas to prepare for a transition that meets the needs and expectations of all parties	X		X		
8	Track effectiveness of business retention program by establishing and measuring outcomes		X			
9	Encourage business retention as a citywide goal through active follow-up to expressed business concerns	X	X			
10	Evaluate and adjust, if necessary, ordinances to expedite and ease the redevelopment of targets areas.		X	X	X	
11	Promote the City as a source and/or initial point of contact for local business information	X				X
12	Research and maintain a list of development tools and programs available in Shoreview		X			X
13	Research and maintain a list of development tools and programs available in Shoreview				X	

SHOREVIEW BUSINESS RETENTION PROGRAM

Matrix 2: Relationship between Goals and Actions

Actions		GOALS				
		1. Support Business development that increase tax base and adds quality jobs.	2. Retain quality businesses by creating a positive economic environment that supports & fosters business expansion in the community.	3. Plan for & pursue redevelopment opportunities consistent with community goals.	4. Promote reinvestment in the community by directing time financial resources to pre-determined business & neighborhood targets.	5. Strive to meet the needs & demands of the community for specific services.
1	Create an inventory of available sites for sale with contact information, asking price, and property details	X				
2	Create a list of businesses in designated redevelopment areas to be retained and/or relocated within Shoreview			X	X	
3	Seek a policy related to city initiated land purchase and potential land banking		X	X	X	
4	Develop system for tracking follow-up activities identified through business retention visits	X	X			
5	Establish process for business retention visits	X	X		X	
6	Maintain current database of Shoreview Businesses with a special focus on Landmark and Emerging companies	X	X			
7	Draft a Business Retention policy for adoption by the City Council	X	X		X	
8	Formulate an Emergency Response Strategy for business retention				X	
9	Research methods of delivering services to the business community		X			X
10	Evaluate effectiveness of current business communication tools and modify if necessary.					X
11	Generate and maintain demographic data related to workforce including skill level, wage and commute patterns	X				X
12	Track properties in redevelopment area for possible acquisition as they become available			X	X	
13	Assess and pre-determine economic circumstances that would trigger the use of public financial assistance. Define policy accordingly	X		X	X	
14	Establish budget for business retention program implementation including funding sources	X	X			X
15	Utilize the Economic Development Commission to provide guidance to the Shoreview City Council regarding the creation and implementation of an EDA		X			X
16	Add an Economic Development Section to the City of Shoreview’s web site	X	X			X
17	Prepare a Business Retention Work Plan for the next three years	X	X	X	X	X
18	Work with the Telecommunications and Technology Committee to review and assess current technology/communications services provided to the local business community and advocate for necessary improvements as determined		X			X
19	Advocate for improved transportation infrastructure and transit services		X			X



SHOREVIEW BUSINESS RETENTION PROGRAM

Matrix 3: Relationship between Policies and Actions

Actions		POLICIES				
		1. Focus business retention efforts on businesses having the greatest impact for future growth and development	2. Enhance business communication efforts through evaluation of existing programs	3. Allocate city resources towards business expansion opportunities that enhance tax base and employ skilled labor	4. Target certain commercial areas for redevelopment opportunities to encourage business reinvestment and increased financial benefit to the city.	5. Build relationships with key businesses through a variety of communication channels
1	Create an inventory of available sites for sale with contact information, asking price, and property details					
2	Create a list of businesses in designated redevelopment areas to be retained and/or relocated within Shoreview				X	
3	Seek a policy related to city initiated land purchase and potential land banking			X		
4	Develop system for tracking follow-up activities identified through business retention visits	X		X		
5	Establish process for business retention visits		X	X		X
6	Maintain current database of Shoreview Businesses with a special focus on Landmark and Emerging companies	X		X		X
7	Draft a Business Retention policy for adoption by the City Council	X				X
8	Formulate an Emergency Response Strategy for business retention	X		X		
9	Research methods of delivering services to the business community		X			X
10	Evaluate effectiveness of current business communication tools and modify if necessary.		X			X
11	Generate and maintain demographic data related to workforce including skill level, wage and commute patterns					
12	Track properties in redevelopment area for possible acquisition as they become available				X	
13	Assess and pre-determine economic circumstances that would trigger the use of public financial assistance. Define policy accordingly	X		X		
14	Establish budget for business retention program implementation including funding sources	X		X		X
15	Utilize the Economic Development Commission to provide guidance to the Shoreview City Council regarding the creation and implementation of an EDA			X	X	
16	Add an Economic Development Section to the City of Shoreview’s web site		X			X
17	Prepare a Business Retention Work Plan for the next three years	X	X	X	X	X
18	Work with the Telecommunications and Technology Committee to review and assess current technology/communications services provided to the local business community and advocate for necessary improvements as determined					
19	Advocate for improved transportation infrastructure and transit services	X				

Actions		POLICIES				
		6. Continue to evaluate the potential for utilizing city financial resources for retention of key businesses, land ownership and preserving development opportunities	7. Establish communications and work with affected landowners of potential redevelopment areas to prepare for a transition that meets the needs and expectations of all parties	8. Track effectiveness of business retention program by establishing and measuring outcomes	9. Encourage business retention as a citywide goal through active follow-up to expressed business concerns	10. Evaluate and adjust, if necessary, ordinances to expedite and ease the redevelopment of targets areas
1	Create an inventory of available sites for sale with contact information, asking price, and property details					
2	Create a list of businesses in designated redevelopment areas to be retained and/or relocated within Shoreview		X			
3	Seek a policy related to city initiated land purchase and potential land banking	X				
4	Develop system for tracking follow-up activities identified through business retention visits			X		
5	Establish process for business retention visits				X	
6	Maintain current database of Shoreview Businesses with a special focus on Landmark and Emerging companies					
7	Draft a Business Retention policy for adoption by the City Council				X	
8	Formulate an Emergency Response Strategy for business retention					
9	Research methods of delivering services to the business community	X				
10	Evaluate effectiveness of current business communication tools and modify if necessary.					
11	Generate and maintain demographic data related to workforce including skill level, wage and commute patterns					
12	Track properties in redevelopment area for possible acquisition as they become available	X				
13	Assess and pre-determine economic circumstances that would trigger the use of public financial assistance. Define policy accordingly	X	X			
14	Establish budget for business retention program implementation including funding sources			X	X	
15	Utilize the Economic Development Commission to provide guidance to the Shoreview City Council regarding the creation and implementation of an EDA	X				
16	Add an Economic Development Section to the City of Shoreview’s web site					
17	Prepare a Business Retention Work Plan for the next three years	X	X	X	X	X
18	Work with the Telecommunications and Technology Committee to review and assess current technology/communications services provided to the local business community and advocate for necessary improvements as determined					
19	Advocate for improved transportation infrastructure and transit services				X	

Actions		POLICIES						
		11. Promote the City as a source and/or initial point of contact for local business information	12. Research and maintain a list of development tools and programs available in Shoreview	13. Research and maintain a list of development tools and programs available in Shoreview				
1	Create an inventory of available sites for sale with contact information, asking price, and property details	X						
2	Create a list of businesses in designated redevelopment areas to be retained and/or relocated within Shoreview			X				
3	Seek a policy related to city initiated land purchase and potential land banking							
4	Develop system for tracking follow-up activities identified through business retention visits							
5	Establish process for business retention visits							
6	Maintain current database of Shoreview Businesses with a special focus on Landmark and Emerging companies							
7	Draft a Business Retention policy for adoption by the City Council							
8	Formulate an Emergency Response Strategy for business retention							
9	Research methods of delivering services to the business community							
10	Evaluate effectiveness of current business communication tools and modify if necessary.	X						
11	Generate and maintain demographic data related to workforce including skill level, wage and commute patterns	X						
12	Track properties in redevelopment area for possible acquisition as they become available			X				
13	Assess and pre-determine economic circumstances that would trigger the use of public financial assistance. Define policy accordingly							
14	Establish budget for business retention program implementation including funding sources							
15	Utilize the Economic Development Commission to provide guidance to the Shoreview City Council regarding the creation and implementation of an EDA			X				
16	Add an Economic Development Section to the City of Shoreview’s web site	X	X					
17	Prepare a Business Retention Work Plan for the next three years	X	X	X				
18	Work with the Telecommunications and Technology Committee to review and assess current technology/communications services provided to the local business community and advocate for necessary improvements as determined	X						
19	Advocate for improved transportation infrastructure and transit services							

QUICK REFERENCE – POLICY AND ACTION MATRIX

Actions		POLICIES												
		1	2	3	4	5	6	7	8	9	10	11	12	13
1	Create an inventory of available sites for sale with contact information, asking price, and property details											X		
2	Create a list of businesses in designated redevelopment areas to be retained and/or relocated within Shoreview				X			X						X
3	Seek a policy related to city initiated land purchase and potential land banking			X			X							
4	Develop system for tracking follow-up activities identified through business retention visits	X		X					X					
5	Establish process for business retention visits		X	X		X				X				
6	Maintain current database of Shoreview Businesses with a special focus on Landmark and Emerging companies	X		X		X								
7	Draft a Business Retention policy for adoption by the City Council	X				X				X				
8	Formulate an Emergency Response Strategy for business retention	X		X										
9	Research methods of delivering services to the business community		X			X	X							
10	Evaluate effectiveness of current business communication tools and modify if necessary.		X				X					X		
11	Generate and maintain demographic data related to workforce including skill level, wage and commute patterns											X		
12	Track properties in redevelopment area for possible acquisition as they become available				X		X							X
13	Assess and pre-determine economic circumstances that would trigger the use of public financial assistance. Define policy accordingly	X		X			X	X						
14	Establish budget for business retention program implementation including funding sources	X		X		X			X	X				
15	Utilize the Economic Development Commission to provide guidance to the Shoreview City Council regarding the creation and implementation of an EDA			X	X		X							X
16	Add an Economic Development Section to the City of Shoreview’s web site		X			X						X	X	
17	Prepare a Business Retention Work Plan for the next three years	X	X	X	X	X	X	X	X	X	X	X	X	X
18	Work with the Telecommunications and Technology Committee to review and assess current technology/communications services provided to the local business community and advocate for necessary improvements as determined	X										X		
19	Advocate for improved transportation infrastructure and transit services									X				